

**THE GEORGE WASHINGTON UNIVERSITY**  
Washington, D.C.

**MINUTES OF THE REGULAR MEETING  
OF THE FACULTY SENATE HELD ON  
APRIL 8, 2005 IN THE ALUMNI HOUSE**

**Present:** President Trachtenberg, Vice President Lehman, Registrar Amundson, and Acting Parliamentarian Johnson; Deans Frawley, Futrell, and Tong; Professors Biles, Briscoe, Castleberry, Delaney, Englander, Friedenthal, Gallo, Garris, Granger, Griffith, Gupta, Helgert, Klarén, Lee, Mueller, Packer, Robin, Robinson, Shambaugh, Shen, Simon, Vergara, Wilmarth, and Wirtz

**Absent:** Deans Harding, Katz, Phillips, Scott, Trangsrud and Whitaker; Professors Cordes, Marotta, and Watson

The meeting was called to order by President Trachtenberg at 2:10 p.m. As Parliamentarian Pagel was unable to attend the meeting, the President introduced Professor David M. Johnson of the GW Law School, who agreed to serve as Acting Parliamentarian for the meeting.

A short adjournment was declared in order to have the annual photograph of the Senate taken.

**APPROVAL OF THE MINUTES**

Dean Tong asked that line 6 on Page 6 of the March minutes be amended to substitute the word "part-time" for "contract" in the phrase "100 contract faculty." Following discussion of whether or not the word "part-time" should also be substituted for the word "contract" elsewhere in the paragraph, Dean Tong offered to provide a clarification to the Secretary. Upon motion made and seconded, the minutes of the regular meeting of March 11, 2005 were approved pending receipt of the clarification from Dean Tong.

**CHANGE IN THE ORDER OF THE AGENDA**

Professor Wilmarth asked for and received unanimous consent to change the order of the agenda so that Executive Vice President and Treasurer Louis H. Katz's Update on Square 54 development could be considered as the next item of business.

**UPDATE ON SQUARE 54 DEVELOPMENT**

Vice President Katz distributed a copy of his presentation to the Senate entitled, "Square 54, a Unique Opportunity." Before the update commenced, Professor Griffith said he had heard from a number of faculty who were very interested in learning more about the report in the previous day's Hatchet article, in which Vice President Katz announced that faculty raises would be put on an 18 month cycle [rather than a 12 month cycle]. Professor

Griffith asked if Vice President Katz could reserve a portion of his time to address this issue and offer an explanation to the faculty, and Vice President Katz agreed to do so.

Vice President Katz began by saying that it is impossible to look at Square 54 (the old GW Hospital site) without considering its future in the context of overall University space needs. GW needs to understand what its academic and housing needs are, and plan how best to accommodate forecasted growth on its Foggy Bottom campus. The University also needs to develop an understanding of the opportunities for deriving value from Square 54 and engaging the District and the Foggy Bottom Community in assisting GW to reach its goals.

Vice President Katz moved rapidly through his presentation, summarizing the forecast of GW's growth requirements over the next ten years, the identification and analysis of some potential future campus development sites to accommodate this growth, performance of financial analyses, and selection of a developer for the site. Key stakeholder groups – the Board of Trustees, the Senate Physical Facilities Committee, and two faculty representatives of the Senate, Professors Gallo and Cherian, have been involved in the process thus far and these groups have been updated on project progress, providing updates and feedback at key points in the process. A community-based planning process has also been developed with the D.C. Office of Planning, to engage key stakeholders in conversations about GW's campus development in the context of the surrounding neighborhood.

GW's ten year growth requirement is based on a forecast of two million square feet (s.f.) of space, which would be predominantly for academic purposes, but would also include some additional student housing over and above that under construction at the present time. Three priorities have been identified through numerous forums on campus for the approximately 1.5 million s.f. of academic, medical, and administrative facilities: a Science Center (300,000 – 500,000 s.f.), a building for the School of Public Health and Health Services (100,000 – 200,000 s.f.), and a Cancer Center (100,000 s.f.). In addition, approximately 500,000 s.f. of student housing (an additional 1,000 beds) will be needed.

Unfortunately, the construction of these four projects will exceed GW's present allowable density, which is approximately 800,000 s.f. of allowable development under the existing Campus Plan. This 800,000 s.f. figure includes 400,000 s.f. of allowable development on Square 54. Without Square 54, the University only has 400,000 s.f. of allowable development on campus unless existing campus density, or the Campus Plan FAR limit of 3.5, is increased.

Professor Englander asked if Vice President Katz could explain allowable campus density. Vice President Katz responded that GW presently is allowed a 3.5 overall FAR (floor-area ratio, or the gross floor area divided by the total land area of the campus), even though the surrounding area, with the exception of the Foggy Bottom Historic District, is allowed a 6 to 10 FAR. The University is allowed far less density than the immediate surrounding area and cannot meet foreseeable demand unless density is increased.

Professor Mueller asked Vice President Katz how the priorities listed on page 6 of his Update were determined. Vice President Katz responded that a Science Center had been

named by Faculty Senate Resolution as a first priority; the School of Public Health and Health Sciences (SPHHS) does not at present have a building of its own; the possibility of building a Cancer Center at the Warwick Building site has been a priority at the School of Medicine and Health Sciences for quite some time, and clearly, the University needs to provide more student housing. These priorities are not only important to the University but they are important to the District of Columbia as well.

Professor Englander observed that the priorities listed on page 6 do not account for the remaining 800,000 s.f. (of the 2 million s.f. forecast), and so there could be another category of projects, deemed "other" developed for this remaining space. Vice President Katz agreed with this point. President Trachtenberg noted that both the School of Engineering and Applied Science and the Columbian College of Arts and Sciences need additional space, and he said he thought "other" was a good way to think about it.

Professor Griffith echoed Professor Mueller's question, saying he thought that quite a number of people have been wondering exactly how this planning process works and how priorities are identified. Vice President Katz responded that this has been discussed in senior staff meetings a lot, taking into consideration the Senate's stated desire for a Science Center. Professor Mueller said he recalled that the Senate had voted on the Science Center, but the other priorities had not come through the Faculty Senate.

President Trachtenberg observed that the requirement for housing students emanates from the District of Columbia, which leaves two priorities about which decisions have been made, the SPHHS building, and the Cancer Center. He repeated that the SPHHS has no building of its own and it looks as if the University is seeking to obtain funding to assist construction of the Cancer Center.

Professor Mueller observed that quite a number of the faculty of the Graduate School of Education and Human Development are scattered and this School is also in need of additional space. President Trachtenberg noted that GSEHD received new facilities early in his tenure, and to some extent, Schools who have received buildings go to the back of the queue for new space as a result. To some extent it is an equity issue, but another factor is cost. Since the University is running very close to the margin on debt, the fundraising ability of Schools has become an increasingly important factor in any decision on providing improved facilities.

Vice President Katz moved on to page 8 of his presentation, which lists some fourteen potential development sites on campus to meet the University's space needs in the future. He then described some of the possibilities for these sites in detail, notably Square 55 (the University Parking Garage site across from Square 54 and adjacent to the Medical Center) and Square 80, next to the GSEHD. He reiterated that everything depends upon the outcome of the density question, as there is not a lot more that can be built under existing zoning. If the current FAR cap cannot be increased, alternative strategies must be found to accommodate GW's growth, with the use of Square 54 for University purposes a possibility.

Vice President Katz then reviewed key strategies for shaping GW's future (page 10 of the Update), which center on developing a method of campus development that engages

appropriate stakeholders in the planning process, possible development of Squares 54 and 55, replacing inefficient facilities, and continuing to move non-critical administrative functions off the Foggy Bottom campus.

Professor Griffith asked if the density cap were raised by the District of Columbia, would this mean that the University would be able to build without seeking the usual permits. Vice President Katz responded that the University would still have to go through the standard construction permit process. It is anticipated that the University will seek a FAR of approximately 4.5, he added, rather than the 6 to 10 FAR of most of the surrounding area.

Professor Friedenthal asked about administrative operations already moved off campus and if that would free up space for building. Vice President Katz said that most of finance, advancement, and human resources are now off campus, and much of the data center is now at the Loudoun campus. Much of the Academic Center has been made available for academic use. There are also administrative spaces in the residence halls which can be moved so that more space for housing (beds) can be obtained.

Professor Gallo asked about space outside the Academic Center which has been freed up and converted to academic purposes. Vice President Katz noted that Gelman Library is now largely used for library purposes, whereas before it housed a number of other offices.

Vice President Katz returned to his presentation and discussed the two variables which will determine the ultimate financial value to GW from Square 54 – density achieved, and possible mix of uses on the site. Professor Griffith said that some are concerned that the planning for this site seems to be leading in the direction of devoting Square 54 entirely to commercial purposes, with no academic use at all. Since building on the site will not be complete in any case until at least 2008, this would seem to put the academic space needs of the University far into the future as more development must await receipt of a revenue stream from the property. Vice President Katz then explained that the development agreement signed and 60 year ground lease negotiated in February 2005 with Boston Properties and KSI will enable the University to obtain a revenue stream from Square 54 once the District of Columbia increases GW's density entitlement, so the University will not have to wait for revenues until a building is constructed. The best case scenario is probably two years for the density question to be resolved for the entire campus. President Trachtenberg said he thought it was important to note that the money obtained from the development pursuant to the ground lease would rise as development proceeds.

Professor Lee asked if parking would be included in any mixed use development for Square 54, and Vice President Katz said this would be required. Additional parking would also be important if Square 55 is developed and the existing Parking Garage is demolished.

Professor Griffith noted that the plan described by Vice President Katz provides that GW may recapture all or part of square 54 from the developers for University use in the event that a sufficient increase in campus density or adequate entitlements on Square 54 cannot be obtained. He asked if this would be a costly exchange if space were recaptured in this manner and if it would be proportional monetarily to the square footage obtained.



Vice President Katz said it was impossible to answer that question with certainty as it depends, as do many other pieces of the puzzle, on the overall density achieved and the mix of uses determined for the site. The ideal result will be for the University to obtain both space (increased density) and money from the site, and if both are not achieved, hard decisions will have to be made in the future.

Professor Englander asked about the approval process for increasing overall density on campus. Vice President Katz responded that this decision would be made through the Zoning Commission.

President Trachtenberg observed that Square 54 was originally zoned for residential use, but when the Hospital was built, GW obtained a waiver of that zoning classification. Once the old Hospital was demolished, the site reverted to the residential category. If Square 54 were developed for academic purposes, he said he thought the University would be very likely restricted to constructing a building roughly the size of the old Hospital, or one of 500,000 s.f. Increased density would allow a building possibly twice that size on Square 54. Vice President Katz noted that the rest of the campus is also zoned residential, and that any development of Square 54 would likely include a residential component.

Professor Gupta asked if the new building would have the University's name on it, and Vice President Katz said that remains to be determined.

Professor Wilmarth asked if a rough timeline could be outlined for groundbreaking on the site. Vice President Katz said he thought the community planning process would be complete by Fall 2005, following which a presentation would be made to the Zoning Commission. The best case scenario for completion of the entitlement process is 12 months, but realistically, it will be more like 18 months. Following receipt of the entitlement process, the University must decide upon the best plan of action. Receipt of any monies due under the ground lease agreement will be dependent upon the University's decision to use all or part of the entitlement granted.

Professor Robinson asked what sort of revenue was contemplated from this arrangement. Vice President Katz responded that the ground lease provides for payments over 60 years, which includes a built-in CPI increase and other adjustments. The total would be in the millions of dollars a year, and these funds could be used to finance the capital needs of the University. Thus, even though the University would have to incur debt for more construction, there would be a dedicated source of revenue to fund this development. This would also somewhat diversify the University's revenue sources, reducing its dependence on tuition.

Professor Englander asked if tax revenue from development of Square 54 would be attractive to the District of Columbia, and Vice President Katz said he thought it would. If the University builds on land it already owns that is presently off the tax base, this costs D.C. nothing and it benefits from job creation. If the University buys more land and builds on it for educational purposes, this actually removes property from the tax base. Development of Square 54 could also be attractive to D.C. because it fits in with the smart growth plan and could serve as a model for what it hopes to accomplish throughout the District. Two other reasons why Square 54 development may appeal to the District are the

relief of pressures within the community once support is gained for the University's objectives, and the creation of new residential units.

Professor Lee spoke as Chair of the University and Urban Affairs Committee, commending Messrs. Bernard Demczuk and Michael Akin [the new Director of the D.C. Foggy Bottom/West End Affairs department] for their work with the Friends Committee. Reportedly there was a very large turnout for a recent meeting with the City Administrator, and, apparently, not one criticism of the University was raised at that meeting. According to Vice President Katz, Mr. Akins' office is working on becoming a resource for Foggy Bottom residents, and the University Police department is creating a support network to assist community residents in resolving issues of concern to them.

### FACULTY SALARY INCREASES

Professor Griffith said that there was intense interest in The Hatchet announcement that faculty would be moving to an 18 month cycle for pay raises. Vice President Katz responded that he would be meeting with Michael Barnett of The Hatchet right after the Senate meeting, and he added that there were a number of misrepresentations in the article, including the fact that he was never interviewed by the author. He said he had discussed the University budget with Mr. Barnett, and generally what is required to move the institution forward and balance the budget at the same time. However, his remarks had been taken out of context, he added. Vice President Katz said that he is not aware that any decision has been made by the Board, or anyone else, that an 18 month salary cycle would be permanent.

Professor Griffith said that the Fiscal Planning and Budgeting Committee had tried very hard this year to get information on the budget for next year, but it received very little. Professor Griffith said he had asked Associate Vice President for the Budget Don Boselovic if there would be money in the FY '06 budget for faculty raises, and Mr. Boselovic had said that there would; he did not mention any delay or shift to an 18 month cycle. Professor Griffith noted that the last time this was done the justification given was that a falloff in the drawdown from the University's endowment made this move necessary, but the story as it appeared in The Hatchet appeared to offer no such justification.

Vice President Katz observed that budgetarily the University is in a position where enrollments are no longer growing, there is an increased need for financial aid, and endowment income has not increased. Financial demands on the institution have increased: there is a need to fund the Strategic Plan for Academic Excellence, there are also needs for increased security, including cyber-security, and more money is being spent on compliance issues. The Hatchet article's focus should have been on the many different facets of the budget, what has been done in the past to balance it and move GW forward, and what is being done now, such as moving offices off campus.

Professor Griffith said he thought that it would be a useful thing if the administration would address the faculty if it is considering the option of providing money for strategic initiatives by cutting back on faculty salary increases. It is disconcerting to many, he added, to see this sort of announcement made in the student newspaper. President Trachtenberg said the contents of The Hatchet article were not an announcement; however, he

understood that the faculty would like to know what is going on before such a decision is made, and he would be happy to do that whenever he could.

Professor Gupta asked if salary letters would go out on May 1, and Vice President Lehman said that November is the time when these letters are issued.

Professor Wirtz read the text of Article IX of the Faculty Code which concerns the faculty role in university decision making and provides as follows: "The regular active-status faculty share with officers of the Administration the responsibility for effective operation of the departments and schools and the University as a whole." It further provides that the regular active-status faculty also participate in the formulation of policy and planning decisions affecting the quality of education and life at the University. In that context, he said he had received an Email that morning, which is just one of a flood of Emails coming from his constituents in the School of Business. Professor Wirtz then read the text of the Email he received without identifying the sender.

Phil,

I thought your memo was eloquent and courageous at the time I first read it. And one that was justifiable and necessary. I expected an outpouring of supporting messages by other faculty, but there was none, at least publicly. My guess is that the Administration makes note of that and goes on with their business, unconsciously saying, "Well, we got away with this one."

Now comes the word, from The Hatchet no less, that following shortly after the last such incident the University is again telling the faculty what they really think of them with another 18 month salary increase period. It was only two or three years ago that they last instituted this same delay. This would be considered an act of astonishing administrative boldness, following upon decades of 12-month raise tradition at GW, almost all other universities, and most other organizations. Except for one thing. The last time it was instituted the Administration was able to say, "Well, we got away with this one," since there was almost no outpouring of indignation.

As in the case made in your memo, a case can be made here that the fiscal situation we find ourselves in is one of the Administration's making, not the faculty's. But it is the faculty who are being asked to sacrifice. Will there be an outpouring of indignation this time? I fear not. And so the Administration will again be able to say...Indeed, President Trachtenberg has noted that not many GW faculty resign as justification for the compensation practices at GW.

I raise this issue not out of disdain for the Administration but out of loyalty and commitment to the University, a place I have now "invested in" for a very long time and care very much about. My [many] years [in] management provided insights into how delicate the balance is between the forces affirming a high performing professional organization and the forces that would diminish it. I doubt many in the Administration even realize the level of disaffection that has taken hold among those whose energy and creativity they need to make GW a

high performing university. The signs of decline grow steadily more obvious and the Administration goes about their work apparently oblivious to it all.

As important as the issue regarding ethics training is, for mostly symbolic reasons, the matter of faculty compensation is provably much more important. The delay in the annual raise sends an unmistakable message to faculty. Not many may leave, but the University inevitably declines in response to the enormous sum of the many little instances of declining enthusiasm and commitment on the part of individual faculty. I hope the Senate, and many of our most influential faculty members, will take the lead in objecting strenuously to the announced delay in the "annual" increase for faculty and staff. We on the faculty deserve the mess we find ourselves in if we do nothing to prevent it.

Professor Wirtz said that it did not seem to him that Article IX of the Faculty Code which requires faculty participation in these sorts of decisions had been adhered to by the administration, and he asked to be disabused of this notion. President Trachtenberg responded that Professor Wirtz's correspondent was misinformed or informed by an erroneous article in The Hatchet, and no decision has been made yet. Professor Wirtz asked if faculty have been involved in any way in any part of the discussions up to this point. The President said the faculty would be involved in any decision making and added that the administration would be happy to meet with designees of the Chair of the Senate Executive Committee to discuss the matter before a decision is made. Professor Wirtz suggested the involvement of the Appointment, Salary, and Promotion Policies Committee, and Professor Griffith suggested involving the Fiscal Planning & Budgeting Committee. Following this exchange, the President offered to meet with the Senate as a committee of the whole to discuss the matter.

Professor Lee echoed the sentiments expressed by saying that the University and Urban Affairs Committee (which she Chairs) had met the day before; several faculty members had brought The Hatchet article to her attention and asked that strenuous objection be raised at the Senate meeting to an 18 month salary cycle.

President Trachtenberg said the Senate would recall that The Hatchet article referenced a freeze of his own salary, and said he wished to join the objections, particularly since no one had consulted him about it either. Professor Wilmarth said he thought the University was currently at a cycle where new salary increases would take effect on September 1. Vice President Lehman said this was what was done last year; he added that at that time he was very clear that no decision had been made as to whether the 18 month cycle would remain in place as it depended on the evolution of the enrollments and how the budget was built. President Trachtenberg noted that he could resolve the procedural issue by saying salary increases would be granted on a 12 month cycle, but those raises could be relatively low. The real issue is whether the University can provide larger raises by going to the 18 month cycle as opposed to staying with the 12 month cycle.

Professor Mueller noted that delayed salary increases would affect some units of the University more than others. There are units of the University that are still below the 60<sup>th</sup> AAUP percentile, and he said he was aware of individuals who have already left because of salary issues, and others who are continuing to think about leaving.



Professor Griffith suggested that the Senate accept the President's invitation to hold a special meeting of the Senate to discuss this issue further and there was no objection to his suggestion.

## RESOLUTIONS

### RESOLUTION (04/9), "A RESOLUTION FOR THE APPROPRIATE REGULATION OF HONORS, AWARDS, OR DISTINCTIONS BY UNITS OF THE UNIVERSITY"

Professor Wilmarth introduced Resolution 04/9 on behalf of the Acting Chair of the Honors and Academic Convocation Committee, Professor Berman, who could not be present at the meeting. This Resolution, considered at the March 11<sup>th</sup> Senate meeting, had been recommitted to the Committee for further study of changes to the Resolution suggested at that meeting.

Professor Wilmarth explained that the basic thrust of the Resolution remains the same, in that it provides a way to regularize the process of making School awards, and to utilize the Honors and Academic Convocations Committee as a resource and a vetting process, much as the Committee does now by participation in the process of recommending honorary degree recipients.

Professor Wilmarth then briefly reviewed two significant changes made to the Resolution by the Committee after March 11. The first change is a clarification, indicating that the Resolution would not apply to honors given by a School to persons within its community of faculty, staff, and students. That clarification now appears in the third Whereas Clause, and the first Resolving Clause. The second change, which appears in the second Resolving Clause, provides that a School may apply to the Honors and Academic Convocations Committee for the award of modest honors on a generalized basis in accordance with procedures that the Committee determines to be appropriate, including the approval of standard criteria to be followed by a School in selecting recipients of such awards.

President Trachtenberg said he was troubled by the recent incident at Hamilton College, where a professor from the University of Colorado was asked to speak and it was later discovered that he had made controversial statements concerning the 9-11 terrorism victims. The resultant controversy engulfed not only Hamilton College, but also resulted in the resignation of the University of Colorado President following a dispute with the governor about the incident. The President went on to say that he had no idea how to totally avoid such situations, while at the same time protecting freedom of speech, and the freedom of an institution to invite speakers of its choice to campus. The President added that he did not feel the need for formal Senate input on this issue, but that he would welcome thinking and informal suggestions on this issue.

Professor Briscoe asked how the Senate could be assured that the Honors and Academic Convocations Committee could really thoroughly investigate each individual proposed to receive an award. Professor Wilmarth noted that the Committee is generally

tasked with performing this function for all honorary degree candidates, and it is something of an established gatekeeper in this area. The Committee has done a superb job in the past two years under Professor Berman's leadership, he added. It is also more likely that with this kind of review process, the Schools will do a more careful job in selecting and vetting prospective recipients.

President Trachtenberg said that he thought if a request was denied by the Committee, presumably this decision could be appealed, if not to the Senate, then to himself. Professor Wilmarth said that the Resolution is not legally binding, but advisory, and that it would not preclude such a review upon petition, either by the Senate or the President. Professor Griffith said he agreed with the suggestion that such an appeal be incorporated in the procedures, and the President said he would appreciate it if this provision could be included in the legislative history of the Resolution. The question was called, a vote was taken, and Resolution 04/9 was adopted. (Resolution 04/9 is attached.)

### INTRODUCTION OF RESOLUTIONS

President Trachtenberg read and presented "A Resolution of Appreciation" to Professor Arthur E. Wilmarth, Jr., outgoing Chair of the Executive Committee of the Faculty Senate and Professor of Law, for his distinguished service. Following the Resolution's adoption by acclamation and a round of applause, Professor Wilmarth thanked the Senate for the sentiments expressed in the Resolution. (Resolution 04/10 is attached.)

### GENERAL BUSINESS

#### I. NOMINATION FOR ELECTION OF MEMBERS OF THE EXECUTIVE COMMITTEE FOR THE 2005-06 SESSION

Professor Philip W. Wirtz, Convener of the Nominating Committee, thanked all of the Committee members for their hard work in bringing together the slate of nominees for next year's Executive Committee. On behalf of the Nominating Committee, Professor Philip W. Wirtz moved the nomination of Professor Lilien F. Robinson (CCAS) as Chair of the Executive Committee. The nomination was approved. Professor Wirtz then moved the nominations of the following faculty members for election to the Executive Committee for the 2005-06 Session: Brian L. Biles (SPHHS), Ernest J. Englander (SB), Charles A. Garriss, Jr. (SEAS), Ralph O. Mueller (GSEHD), Scott Pagel (GWLS), Robert W. Rycroft (ESIA), Gary L. Simon (SMHS). The entire slate was approved.

#### II. NOMINATION FOR ELECTION OF NOMINEES TO THE DISPUTE RESOLUTION COMMITTEE

On behalf of the Executive Committee, Professor Wilmarth moved the nomination of Professor Kurt J. Darr as Chair for a one-year term commencing May 1, 2005. The nomination was approved. Professor Wilmarth then moved the nominations for election of the following faculty members to the Dispute Resolution Committee for three-year terms commencing May 1, 2005: Professors Robert J. Cottrol, Kurt J. Darr, Irving I. Glick, Nicholas Kyriakopoulos, and Gary L. Simon. The slate was approved.

III. NOMINEES FOR APPOINTMENT BY THE PRESIDENT TO THE FOLLOWING ADMINISTRATIVE COMMITTEES

On behalf of the Executive Committee, Professor Wilmarth moved the nominations for election of the following faculty members for appointment by the President to the following Administrative Committees: University Hearing Board: Professors Charis Kubrin, and Katherine Goodrich; Marvin Center Program Board: Professor Alex Dickman; Marvin Center Governing Board: Professors Bradley Sabelli, Stephen McGraw, Julie Ryan, and Catherine Turley.

REPORT OF THE EXECUTIVE COMMITTEE

Professor Wilmarth presented the Report of the Executive Committee, which is enclosed.

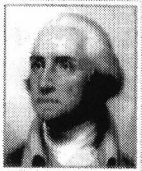
BRIEF STATEMENTS (AND QUESTIONS)

There were no brief statements or questions.

ADJOURNMENT

A motion to adjourn the regular portion of the meeting and to convene an executive session of the Senate with President Trachtenberg and Vice President Lehman for a discussion of Research Compliance matters was made, seconded, and approved. The regular meeting was adjourned at 4:30 p.m.

*Elizabeth A. Amundson*  
Elizabeth A. Amundson  
Secretary



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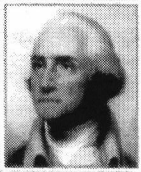
# **Square 54: A Unique Opportunity**

**Presentation to  
The Faculty Senate**

**April 8, 2005**

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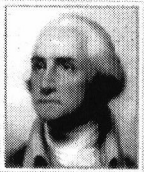
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## **Square 54: A Unique Opportunity**

### ***Introduction / Objectives***

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- **Understand the interrelationship between GW's future space needs and development on Square 54**
  - **Determine how the University can meet its academic and housing needs and accommodate forecasted growth on its Foggy Bottom Campus**
  - **Develop an understanding of the opportunities for deriving value from Square 54**
  - **Understand how engaging the District & the Community can assist GW in reaching its goals**
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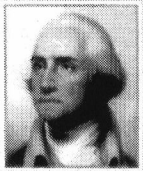
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## **Square 54: A Unique Opportunity**

### ***Overview of Process – Part 1***

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- **Developed a forecast of GW's growth requirements over the next ten years**
  - **Identified and analyzed some potential future campus development sites to accommodate this growth**
  - **Performed financial analyses**
  - **Conducted a developer selection process**
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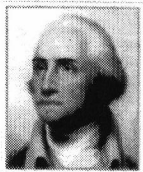
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## **Square 54: A Unique Opportunity**

### ***Overview of Process – Part 2***

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- **Consulted with representatives from key stakeholder groups on project progress, providing updates & receiving feedback at key points in the process**
  - **Representatives from the Board of Trustees, Faculty Senate and other groups have been consulted at various points throughout the process (including 3 meetings with Faculty Senate representatives, Edward Cherian & Linda Gallo)**
- **Developed (in conjunction with DC's Office of Planning) a community based planning process to engage key stakeholders in conversations about GW's campus development in the context of the surrounding neighborhood**

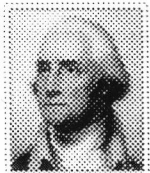


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- Square 54: A Unique Opportunity...
  - **Helping to Shape GW's Future**
    - GW's Growth Requirements
    - Accommodating Growth – GW's Land Use Exercise
    - Square 54 as a "Key" to Financing Academic Excellence
    - Developer Selection Process
  - The Path to Success: Creating a "Win" for GW, DC and Foggy Bottom
  - Moving Forward
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## Helping to Shape GW's Future *GW's Growth Requirements*

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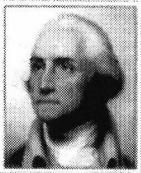
- **GW's ten year growth requirement is forecast to be an incremental two million SF of space including academic, medical and administrative facilities as well as student housing (an additional 1,000 beds).**
  - Approximately 1.5 million square feet of academic, medical and administrative space
    - Science Center (300,000 – 500,000 square feet)
    - School of Public Health (100,000 – 200,000 square feet)
    - Cancer Center (approximately 100,000 square feet)
  - Approximately 500,000 square feet of student housing (an additional 1,000 beds)

### **Key Challenges in Meeting This Requirement:**

*Allowable Campus Density (FAR cap)*

*Financing the Growth*

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## Helping to Shape GW's Future *Land Use Exercise - Overview*

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### **Allowable Campus Density (FAR)**

- Approximately 800,000 SF of developable GFA remain on the campus (with Square 54) for development under the existing Campus Plan.
- Assuming Square 54 is removed (by rezoning for commercial uses) only approximately 400,000 GFA remain for University-related development.
- GW has 14 sites that have been identified and could accommodate the projected growth, but not without exceeding the Campus Plan FAR limit of 3.5.

# POTENTIAL DEVELOPMENT SITES TO MEET GW NEEDS

40

Square

Commercial Investment Site

Beds

Academic

Current Construction

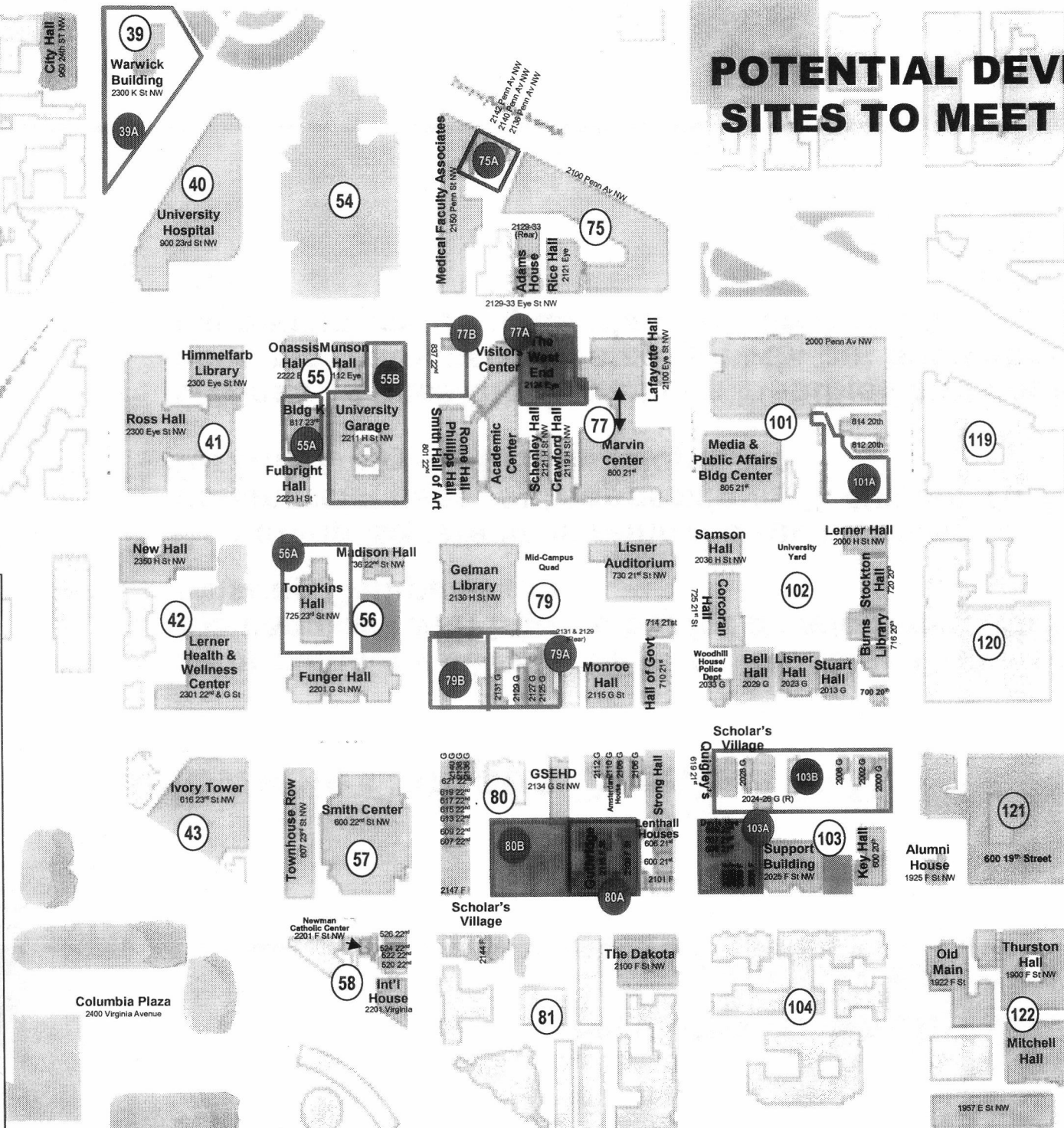
GW Owned

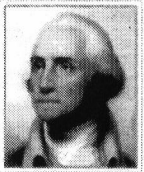
GW Interest

Non-GW Owned/Interest

1-5 Year Development

6-10 Year Development





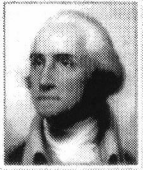
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## Helping to Shape GW's Future

### *Land Use Exercise - Results*

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- Assuming this development scenario GW would exceed its 3.5 FAR cap, but fall below the adjacent land density (6.0 – 10.0 FAR, except Historic Foggy Bottom).
- If the current FAR cap can not be increased, alternative strategies must be addressed for accommodating growth, such as the use of Square 54 for University purposes.



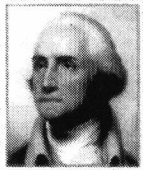
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## Helping to Shape GW's Future

### *Land Use Exercise – Key Strategies*

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- Develop a campus that relates well with its surrounding neighborhood by using strategically located density while maintaining open space.
  - Engage University, District & community stakeholders in a planning process that results in a “win-win-win” for GW, DC and Foggy Bottom.
  - Utilize revenue generated by any commercial development on Square 54 to fund the academic & housing needs of the University.
  - Replace inefficient facilities with more efficient academic and residential buildings.
  - Replace existing parking structure on Square 55 with an academic building. Replace “lost parking” by building parking underground in all new developments, as feasible.
  - Continue strategy of maintaining academic and key administrative functions on campus, while moving non-critical functions off-campus.
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## Helping to Shape GW's Future *Square 54 as a Key to Financing Academic Excellence*

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**There are two variables driving value on Square 54:**

- **Density Achieved**

The financial value of Square 54 depends heavily on the entitlements received and the density permitted on this site (zoning).

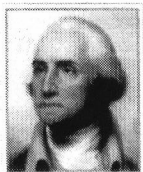
- **Mix of Uses on the Site**

The mix of commercial office, residential, retail and university uses will drive the total value to GW.

**The ultimate financial value to GW from Square 54 will  
be driven primarily by these two variables**

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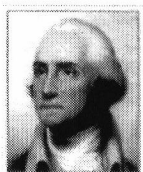


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## **Helping to Shape GW's Future** ***Square 54 as a Key to Financing Academic Excellence***

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- **GW will be able to leverage the value created by Square 54 to fund campus development opportunities (science building, cancer center, School of Public Health and student housing, among others)**
- **Revenues from Square 54 represent an opportunity for the University to diversify its revenues and fund a portion of its growth from non-enrollment driven sources**

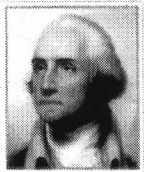


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## Helping to Shape GW's Future *Square 54 Developer Selection*

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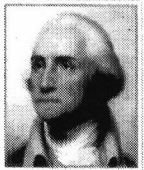
- **Boston Properties & KSI**
    - **Development Agreement Signed & Ground Lease Negotiated in February 2005**
      - Provides financial returns to GW for any non-University uses on the site – sets a value per square foot for commercial, residential & retail uses
      - Does NOT specify the mix of uses or the density on the site – these are outstanding and will depend on the outcome of the Community Based Planning Process and ultimately, the entitlements received on the site
      - GW retains the right to “recapture” all or part of the site for University use in the event that the University does not receive a sufficient increase in density on its campus and/or adequate entitlements on Square 54
-



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- Square 54: A Unique Opportunity...
- Helping to Shape GW's Future
- **The Path to Success: Creating a “Win” for GW, DC and Foggy Bottom**
  - **Community Based Planning Process**
- Moving Forward



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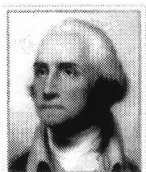
## **The Path to Success**

### ***Community Based Planning Process***

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**The planning process was developed in conjunction with the Office of Planning and has two key elements:**

- **Stakeholder driven process addressing future development on the Foggy Bottom campus and Square 54 in the context of the surrounding neighborhood**
    - **6 month process (approx.) that engages a broad range of stakeholders in discussions designed to help all parties reach a common ground**
    - **Process is undertaken with planning guidance from Ehrenkrantz, Eckstut & Kuhn (EEK) Architects and facilitation by Justice and Sustainability Associates & Consensus Building Institute**
  - **Urban Land Institute (ULI) Panel assessing the appropriate uses of Square 54 given the context of the site**
-



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# **The Path to Success**

## ***Community Based Planning Process***

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### **Key Players in the Planning Process**

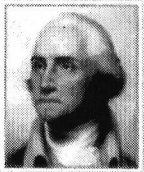
#### **■ Key Stakeholders**

- The George Washington University (Faculty, Students, Alumni & other key stakeholders)
- DC Office of Planning & other District Agencies
- Community Interests
- Boston Properties / KSI

#### **■ Consultants/Experts**

- Ehrenkrantz, Eckstut & Kuhn Architects (EEK)
  - Justice & Sustainability Associates & Consensus Building Institute
  - Urban Land Institute (ULI) Panel
-

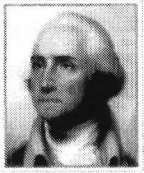




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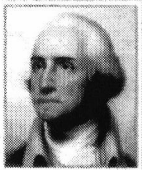


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## Moving Forward

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- **Continue to move forward with the Community Based Planning Process**
  - Define meeting schedules, process participants, and etc.
  - Begin to more actively engage internal & external stakeholders in the process
  - Prepare for the ULI Panel (May 9<sup>th</sup>-12<sup>th</sup>)
- **Continue to work with District agencies and planners to develop & implement strategies to increase campus density and achieve a mix of uses on Square 54 that will create a win-win-win for GW, DC and Foggy Bottom.**



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## Moving Forward

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- **Process Timeline**

- **Planning Process**

- Approximately 6 months

- **Entitlements Process (Square 54 & the Campus)**

- 12-18 months, beginning Fall 2005 at the earliest

- **Ground Breaking on Square 54**

- GW begins receiving revenues from the developer shortly after receipt of entitlements on the site
      - Timing of Ground Breaking will be contingent on market conditions and other considerations
-

## **A Resolution for the Appropriate Regulation of Honors, Awards, or Distinctions by Units of the University (04/9)**

**WHEREAS**, it is of the first importance that any honor, award, or distinction linked with the name of The George Washington University continue to deserve the high regard of the entire academic community and the world at large; and

**WHEREAS**, it is essential therefore that such honors, awards, or distinctions be conferred with due deliberation on individuals or associations properly deserving of that honor, award, or distinction; and

**WHEREAS**, to that end it is desirable that in conferring such honors, awards, or distinctions on persons outside the community of GW students, faculty, and staff a degree of uniformity in standards, criteria, and deliberation be maintained throughout the University; **NOW, THEREFORE**

### **BE IT RESOLVED BY THE FACULTY SENATE OF THE GEORGE WASHINGTON UNIVERSITY:**

- 1) That, with respect to persons outside the community of students, faculty, and staff of The George Washington University, only Schools of the University should be authorized to confer honors, awards, or distinctions (that is, not individual Departments or other academic subdivisions, Institutes, or Centers, or other components, including 'schools within Schools', although these could well suggest or initiate consideration of such), subject to some appropriate procedures to be established by and within each School for that purpose, such procedures to be approved by the Executive Vice President for Academic Affairs; and
- 2) that nominations for such School honors, awards, or distinctions should be vetted and approved by the Committee on Honors and Academic Convocations of the Faculty Senate (the "Committee") on the basis of materials submitted in support of each honor to be conferred by the School and the guidelines set forth in the Appendix to this Resolution, much as that Committee now vets nominations for the award of honorary degrees submitted by the various Schools; provided, that awards of a more modest nature may be approved by the Committee on a generalized basis in accordance with such procedures as the Committee may determine to be appropriate, including the approval of standard criteria to be followed by a School in selecting recipients of such awards.

### **Appendix: Guidelines for Conferral of Honors, Awards, or Distinctions**

- 1) The awardee must have achieved distinction in his or her profession. "Distinction" can be measured in a variety of ways: winning significant prizes for professional or scholarly work; achieving national or international recognition for professional or scholarly work; or displaying the kind of professional or scholarly skills or abilities, character, and integrity that might cause the nominee to be considered to be a role model for students.
- 2) The awardee must have made the kind of contribution to his or her profession that has measurably enhanced or improved the profession. The awardee must have set a new standard for

accomplishment, found new ways to deliver the benefits of the profession, or otherwise brought recognition to the profession.

3) A connection with GW and the School proposing the honor, award, or distinction would be an important positive factor.

Committee on Honors and Academic Convocations

Barry L. Berman, Acting Chair

March 22, 2005

Adopted, April 8, 2005



A RESOLUTION OF APPRECIATION (04/10)

WHEREAS, Arthur E. Wilmarth, Jr., has earned the highest respect, gratitude, and admiration of the University community; and

WHEREAS, his term on the Executive Committee of the Faculty Senate has reached its statutory limit; NOW, THEREFORE

BE IT RESOLVED BY THE FACULTY SENATE OF THE GEORGE WASHINGTON UNIVERSITY

That the following citation be issued:

In recognition of the wide range of outstanding contributions to The George Washington University made by Professor Arthur E. Wilmarth, Jr., during his 19 years of exemplary service; and

In recognition of his dedicated service to his students and colleagues as Professor of Law at the GW Law School, during which time he has consistently adhered to the highest standards of excellence in his scholarship and his teaching; and

Especially in recognition of his extraordinary contributions to the entire University faculty through his many years of exemplary service as a member of the Faculty Senate – including six years as a member of the Senate Executive Committee, most recently as Chair; Chair and long-standing member of the Committee on Professional Ethics and Academic Freedom; and ex-officio member of the Committees on Athletics and Recreation, Educational Policy, Libraries, University and Urban Affairs -- during which time he has demonstrated unfaltering commitment and adherence to the principles of shared governance and has compiled an outstanding record of major accomplishments on behalf of the entire University faculty, due in large part to his extraordinary leadership, courage, integrity, collegiality, diplomacy, and stewardship;

THE FACULTY SENATE OF THE GEORGE WASHINGTON UNIVERSITY

HEREBY EXPRESSES ITS

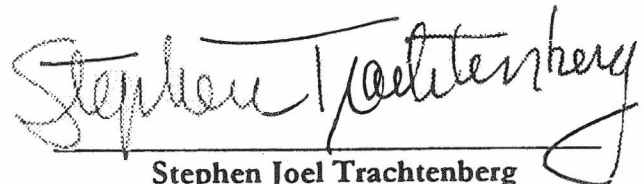
DEEPEST APPRECIATION AND GRATITUDE TO

PROFESSOR ARTHUR E. WILMARTH, JR.,

FOR HIS DISTINGUISHED SERVICE



April 8, 2005

  
Stephen Joel Trachtenberg  
President

Adopted by acclamation  
April 8, 2005

## **REPORT OF THE EXECUTIVE COMMITTEE**

**Arthur E. Wilmarth, Jr., Chair**

**April 8, 2005**

### **ANNUAL STANDING COMMITTEE REPORTS FOR THE 2004-05 SESSION**

Chairs of Senate Standing Committees for the Senate's 2004-05 Session are requested to submit annual reports at or prior to the Senate's next meeting on May 13th. Chairs are asked to include in their reports a description of all matters completed during the 2004-05 Session, and an explanation of each item of continuing business that should be considered by the Committee during the 2005-06 Session. Additionally, each Committee Chair who is not continuing in that capacity during the 2005-06 Session should transmit the Committee's files to the incoming Committee Chair. The Executive Committee will send memoranda to outgoing, incoming, and continuing Committee Chairs before the end of the summer. Those memoranda will provide instructions regarding Committee assignments, mission statements, and other matters pertinent to the business of each Committee.

### **STATUS OF PERSONNEL MATTERS**

I am pleased to report that no faculty grievances have been filed with the Dispute Resolution Committee since the date of my last report.

Three nonconcurrences, all in the Columbian College of Arts and Sciences, have been referred to the Executive Committee. In two cases, concurrence has been obtained as a result of decisions by the Departmental faculties to withdraw their recommendations for tenure and promotion. The third case, which also involves an application for tenure and promotion, is scheduled to be reviewed by the Executive Committee on April 20th.

### **ACTIONS OF THE EXECUTIVE COMMITTEE**

On March 16th, Executive Vice President Lehman formally appointed a "Task Force on a 4x4 Undergraduate Curriculum." Executive Vice President Lehman will chair the Task Force. As previously reported, the Senate's representatives on the Task Force are Professors Edward Cherian, Robert Dunn, Roger Lang, and Joseph Pelzman. Based on my conversations with Executive Vice President Lehman, I anticipate that the Task Force will present a report during the Fall 2005 semester, and I understand that the Senate will be given a full opportunity to review and present its recommendations with respect to the Task Force's report.

The Executive Committee met with representatives of the ESIA faculty on February 25th to answer questions raised by members of the ESIA faculty regarding recently-adopted amendments to the Conflicts of Interest Disclosure Forms and the Policy on Conflicts of Interest and Commitment.

Professor Lilien Robinson and I met on April 6th with Executive Vice President Lehman and Associate Vice President Carol Sigelman to discuss concerns expressed by faculty researchers regarding the Administration's recent announcement of mandatory



training sessions in fiscal responsibility and ethics for principal investigators. As a result of our discussion, Executive Vice President Lehman will address this topic during the Senate's meeting today, and Associate Vice President Sigelman will meet with the Executive Committee and representatives of the Research Committee on April 11th.

#### POSSIBLE AGENDA ITEM FOR THE SENATE MEETING ON MAY 13, 2005

In accordance with Senate Resolution 04/3, Executive Vice President Lehman appointed a Joint Working Group to prepare a proposed Policy and Procedures on Sexual Harassment Complaints to replace the existing interim policy and procedures. As previously reported, the Senate's representatives on the Joint Working Group are Professor Mary Cheh, Professor Charles Craver, Professor Lilien Robinson, and me. The Joint Working Group has made encouraging progress on a draft, and I am cautiously optimistic that the Joint Working Group will be able to agree on a proposed Policy and Procedures that can be reviewed by the Committee on Professional Ethics and Academic Freedom and presented to the Senate for its endorsement on May 13, 2005.

#### OTHER MATTERS

The Joint Executive Committees of the 2004-05 and 2005-06 Sessions will meet on April 29th to nominate Chairs and members of the Senate Standing Committees, and to set the agenda for the May 13th Senate meeting. Resolutions, reports and other items for action at the May 13th meeting should be submitted to Ms. Sue Campbell in the Faculty Senate Office prior to the Joint Executive Committees' meeting on April 29th.

The May 13th meeting will begin at 2:10 p.m. and will mark the beginning of the 2005-06 Session of the Faculty Senate. Speaking personally, I would like to express my gratitude and appreciation to all members of the Faculty Senate, and particularly to the members of the Executive Committee, for their dedication, hard work, and generous assistance during the 2004-05 Session. I would also like to thank President Steve Trachtenberg, Executive Vice President Don Lehman, Registrar Beth Amundson, Parliamentarian Scott Pagel, and Sue Campbell and Nina Posidelow Cannon in the Faculty Senate Office, for all of their assistance, and consideration. I believe that the Senate has accomplished a great deal this year. We have worked together to meet difficult challenges, and we have demonstrated the continuing importance and vitality of shared governance at GW. I am very grateful to have been given the honor and privilege of leading the Senate this year. Thank you again for all you have done on behalf of the Senate, the faculty, and the entire University. I look forward to working with you on Senate matters during the coming year, and I know that the Senate will continue to enjoy great success under the superb leadership of our incoming Chair, Professor Lilien Robinson.

Respectfully submitted,

Arthur E. Wilmarth, Jr.  
Professor of Law  
Chair, Faculty Senate Executive Committee

**THE GEORGE WASHINGTON UNIVERSITY**  
**Washington, DC**

**The Faculty Senate**

**March 30, 2005**

**The Faculty Senate will meet on Friday, April 8, 2005 at 2:10 p.m., in the Alumni House, First Floor, 1925 F Street, N.W.**

**AGENDA**

- 1. Call to order**
- 2. Short recess for the purpose of having a group photograph taken of the 2004-05 Faculty Senate**
- 3. Approval of the minutes of the regular meeting of March 11, 2005, as distributed**
- 4. Resolutions:**

**A RESOLUTION FOR THE APPROPRIATE REGULATION OF HONORS, AWARDS OR DISTINCTIONS BY UNITS OF THE UNIVERSITY (04/9):  
Professor Arthur E. Wilmarth, Jr., Chair, Faculty Senate Executive Committee**

- 5. Introduction of Resolutions**
- 6. Update on Square 54 development: Executive Vice President and Treasurer Louis H. Katz and Sherry K. Rutherford, Chief of Staff, Office of Business & Operations**
- 7. General Business:**
  - a) Nominees for election to the Faculty Senate Executive Committee for the 2005-06 Session proposed by the Nominating Committee: Professor Philip W. Wirtz, Convener (nominees to be announced)**
  - b) Nominees for election to the Dispute Resolution Committee for three-year terms commencing May 1, 2005: Professors Robert J. Cottrol, Kurt J. Darr, Irving I. Glick, Nicholas Kyriakopoulos, Gary L. Simon; Nominee for Chair: Professor Kurt J. Darr, for a one-year term**

- c) Nominees for appointment by the President to the following Administrative Committees: University Hearing Board: Professors Charis Kubrin, and Katherine Goodrich; Marvin Center Program Board: Professor Alex Dickman; Marvin Center Governing Board: Professors Bradley Sabelli, Stephen McGraw, Julie Ryan, and Catherine Turley
  - d) Report of the Executive Committee: Arthur E. Wilmarth, Jr., Chair
- 8. Brief Statements (and Questions)
  - 9. Adjournment

*Elizabeth A. Amundson*

Elizabeth A. Amundson  
Secretary

Attachments



## **A Resolution for the Appropriate Regulation of Honors, Awards, or Distinctions by Units of the University (04/9)**

**WHEREAS**, it is of the first importance that any honor, award, or distinction linked with the name of The George Washington University continue to deserve the high regard of the entire academic community and the world at large; and

**WHEREAS**, it is essential therefore that such honors, awards, or distinctions be conferred with due deliberation on individuals or associations properly deserving of that honor, award, or distinction; and

**WHEREAS**, to that end it is desirable that in conferring such honors, awards, or distinctions on persons outside the community of GW students, faculty, and staff a degree of uniformity in standards, criteria, and deliberation be maintained throughout the University; **NOW, THEREFORE**

**BE IT RESOLVED BY THE FACULTY SENATE OF THE GEORGE WASHINGTON UNIVERSITY:**

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- 2) that nominations for such School honors, awards, or distinctions should be vetted and approved by the Committee on Honors and Academic Convocations of the Faculty Senate (the "Committee") on the basis of materials submitted in support of each honor to be conferred by the School and the guidelines set forth in the Appendix to this Resolution, much as that Committee now vets nominations for the award of honorary degrees submitted by the various Schools; provided, that awards of a more modest nature may be approved by the Committee on a generalized basis in accordance with such procedures as the Committee may determine to be appropriate, including the approval of standard criteria to be followed by a School in selecting recipients of such awards.

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3) A connection with GW and the School proposing the honor, award, or distinction would be an important positive factor.

Committee on Honors and Academic Convocations

Barry L. Berman, Acting Chair

March 22, 2005

**THIS COPY OF THE RESOLUTION HAS BEEN MARKED TO SHOW  
CHANGES MADE TO THE VERSION OF THE RESOLUTION THAT  
WAS CONSIDERED AND REFERRED BACK TO COMMITTEE BY THE  
FACULTY SENATE AT ITS MEETING MARCH 11, 2005**

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**Honors and Academic Convocations Committee Proposed Revisions 3/22/05**

**A Resolution for the Appropriate Regulation of Honors, Awards, or  
Distinctions by Units of the University (04/9)**

**WHEREAS**, it is of the first importance that any honor, award, or distinction linked with the name of The George Washington University continue to deserve the high regard of the entire academic community and the world at large; and

**Deleted:** that is made to a person outside the community of GW students, faculty, and staff

**WHEREAS**, it is essential therefore that such honors, awards, or distinctions be conferred with due deliberation on individuals or associations properly deserving of that honor, award, or distinction; and

**Inserted:** that is made to a person outside the community of GW students, faculty, and staff

**WHEREAS**, to that end it is desirable that in conferring such honors, awards, or distinctions on persons outside the community of GW students, faculty, and staff a degree of uniformity in standards, criteria, and deliberation be maintained throughout the University; **NOW, THEREFORE**

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Committee on Honors and Academic Convocations  
Barry L. Berman, Acting Chair

March 22, 2005

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